

CCI COMPETENCY TRAININGS FOR ADMINISTRATIVE STAFF CREARE / UPPER AUSTRIA

Documentation

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0. Abstract

In Upper Austria, a lively creative scene is developing. At the same time, the region with its focus on (heavy) industry faces the need and challenge to transform and to be innovative - fields in which CCI can offer a lot. We believe in the high potential of bringing both of these sides together. However, we often experience in our daily work that CCI and public institutions of the same region/city/municipality are not in contact with each other and certain inhibitions exist. To work together on transforming a region, it is first and foremost crucial to know each other, to understand the needs, to see in which form collaboration could happen and to imagine a change. Our training for administrative staff had this as its objectives.

1. Key Facts

- The training took place under the title “Learning Journey to Quartier A” on September 15th 2020 in Amstetten.
- 20 participants from public and publicly equivalent institutions and 10 from private organizations attended the training. They had different backgrounds coming from municipalities, business support organizations, CCI and politics.
- We build the training on three didactic pillars: Learning from experts, learning from relevant good practice and learning from peers.
- Forms: impulse lectures on how to establish a creative hotspot, study visit to such a creative hotspot, guided know-how exchange, informal exchange during the training and in the aftermath of it.
- Outcomes for administrative staff: understanding the needs of CCI, knowing how to establish environments that foster CCI, perceiving CCI as relevant players and entrepreneurs, getting to know the InduCCI project, its intent and offers

2. Objective

Considering the different domains of learning, our training focussed on attitudes/awareness and knowledge. With our training we wanted to achieve that:

- administrative staff discovers the potential that lies in collaboration with CCI
- administrative staff perceives CCI as relevant project partners and entrepreneurs offering products and services of value for their respective region/municipality
- administrative staff discovers what CCI needs to grow
- administrative staff identifies how to foster CCI
- administrative staff advocates for the needs of CCI

The starting point of our administration training was the need of many municipalities and regional developers to increase creativity and innovation in their region in order to transform and keep up with changes in society and economy. Experience shows that they often don't know how to do it, where to start and whom to involve. We decided to tie in there and demonstrate possibilities by looking at a specific, typical and at the same time

obvious example of needed transformation in industrial areas: brownfields and their potential for a municipality.

In Upper Austria, there are several industrial regions that are home to old factories, former production plants, industrial parks and buildings that over time and because of developments in the respective industries lose their purpose and become abandoned. Dealing with these often huge areas is indeed a real challenge for municipalities. To interest administrative staff in our training, we decided to gather around this actual part/topic of their work. We wanted the participants to see and feel a real-life example where CCI and administration had worked together and what impact was generated for both sides so that they could imagine change and collaboration with CCI in their own municipalities and regions.

Another objective of the administrative staff training was to show open-minded staff what is possible when the “right” persons work together and have a shared vision for their region. For us it was important to bring people with different backgrounds together like persons from municipalities and politicians, representatives of business support organizations and regional development agencies, as well as creatives and people with experience in successfully implementing a transformation process. One of the first steps of a transformation process is to change the mindset. We wanted to initiate a change of mindset by inspiring them with new knowledge, contacts and hands-on insights into a successful transformation process by acquainting them with a “role model project”.

3. Main Training Contents

The training consisted of four parts:

1. Welcome and presentation of to the InduCCI project, its intent and offers; information about upcoming e-toolbox that can later serve as inspiration for actions in a region
2. 3 impulse lectures “to go” at different stops of the study visit about the needs of CCI, on how to establish a creative hub, and how to transform municipalities into more creative spots
3. Study visit to [Quartier A](#) (a city “district” right next to the train station and a big city planning project) consisting of visits to the [Remise](#) (a transformed train depot, now called a “future hub for encounter, inspiration and confrontation”), the [Werkstatt A](#) (an organisation for collaborative innovation), the [Makerspace-A](#) (organisation for collaborative work in the field of technics), and the [Loft](#) (a creativity agency)
4. Different forms of know-how exchange between creatives and public institutions and within the group of administrative staff (peer learning): guided exchange with prepared questions and informal exchange

We built the training around a study visit that we named ‘learning journey’. Together with the initiators of the successful city planning project *Quartier A* we organized a program that shows the potential of cross-sectoral collaborations and the value generated for the whole region. Furthermore, we brought together the decision makers of the region and the

whole team that was responsible for the implementation of *Quartier A* including the vice-mayor of Amstetten.

4. Applied Approach

We intended to give a very practical training that meets real challenges for administrative staff of industrial backboned regions. This is why we chose to conduct a study visit. Our approach was to include three didactic “pillars”: Learning from experts, learning from relevant best practice and learning from peers.

In short, how did we proceed in order to achieve the above-mentioned objectives?

1. We enabled and facilitated an encounter between administrative staff and representatives of CCI to firstly get in contact with each other and overcome inhibitions - occasions like this are rare in everyday business.
2. Representatives of CCI introduced their needs to the administrative staff.
3. administrative staff and creatives from the visited locations (see above) informed the participants about their approach in establishing an environment for creative communities and talked about how they proceeded with their specific projects.
4. We guided a knowledge transfer within the group of administrative staff and between administrative staff and CCI.
5. We initiated a peer group of administrative staff from different municipalities to have a network of like-minded people who want to transform their communities.

5. Impact and Benefits

As our objectives of the training show, our main goal was to raise awareness for the potential of CCI and deliver know-how on how to use this potential for a region, focusing for this on the specific example of brownfields. Feedback from the participants shows that we seem to have achieved this. Some statements are given below.

As our training took part half a year ago, instead of predicting the impact of our training, we can already name actual outcomes:

- Participants stayed in touch and continued exchange on the topic in the peer group
- Project ideas and new fields of action evolved during and after the training that participants are pursuing now
 - Online community “WE GROW” of existing coworking spaces <https://www.facebook.com/groups/wegrowcommunity>
 - [Graumann-Lofts](#) in Traun: Local stakeholders of the city of Traun participated in our training and will translate the learnings from Quartier A into their context. They are in the process of devolping a creative hub.
 - [Kreativland Tirol](#) (Tirol is another federal state of Austria) is in the process of developing a creative region, took part in the training and integrated the learnings into this process
 - The city of Amstetten works on a CCI strategy
 - The business agency of the Upper Austrian government *Bizup* adapted the insights of admin training to transform their offers for public administration and concept for brownfields.

Statements of three participants:

Thomas Jank (Head of expert group for marketing at the Business Support organisation Tirol, co-initiator of Kreativland Tirol): “The visits were interesting in many ways. The main thing that stayed with me from the learning journey was the visit of the Remise, and that many things - as good as they may be planned strategically - need to grow from bottom-up. In the case of the Quartier A, this became visible for me in the “spaces of allowance” that are given to young people, which they in return develop with intrinsic motivation and with great engagement. Another learning was that it needs strong characters who care.”

Tanja Spennlingwimmer (Head of Investors’ and Location Management at Bizup): “The revitalization of brownfields and vacancies plays an important role in Upper Austria, and we are very interested in bringing existing properties to new uses. Inspired by the Learning Journey, we have already been able to accompany further properties in their reorientation. In addition, I got to know exciting personalities with whom some projects have already been discussed.”

Georg Trimmel (Marketing of the city of Amstetten): “The exchange brought about a greater awareness of the value of the creative industries and the great potential in this area. Currently, the establishment of a creative region *Mostviertel* is even being discussed. It is particularly pleasing that the encounter has led to direct value creation in the form of orders for the local creative industries.”

For us as Creative Region, the focus on brownfields brought about a new project idea that we are currently drafting and for which we were able to win the city of Linz as cooperation partner: Spot On Spot - in the window of five vacant commercial premises in the city center, local entrepreneurs of CCI will display their products/services each for one month. The entrepreneurs do not pay for this, every month new entrepreneurs showcase their work. As a start, the project will run for half a year.

What we offered was a training in form of a well prepared study visit. That we used the topic of brownfields as focus, has its reason in developments in industry and economy that leave behind empty properties. Due to the Corona pandemic this problem became even more pressing: Many companies had to give up their premises in the city center - currently the amount of vacant shops is growing fast. All of these developments urge public institutions to react and transform such spots as part of their city planning. We see a high potential for CCI in this need.

6. Sustainability and Transferability

The training is easily adaptable to other regions as well as easy to implement. A crucial factor is a good example and reliable partners for the inputs and insights. The focus can be adapted according to the needs of the region. We collected general recommendations for implementing a learning journey for administrative staff independently from the focus:

- Pick up a real challenge the region is facing.
- Enable personal encounters between representatives of CCI and administrative staff - sometimes they simply don’t know each other and therefore do not think of the other side as a cooperation partner!

- Showcase a best practice and the process that led to its successful implementation - it's especially important to get ideas on how to start.
- Make the training as practical as possible - visit the spots you are referring to so that administrative staff feels the vibe of creative spots!
- To make use of the potential of CCI on a longer run, make sure CCI is perceived as having products and services to offer from which the region can benefit. One aim should be to work on integrating the local CCI into the existing value chain.
- Look out for inspiring speakers for the training. The potential of the training, besides knowledge transfer, is to spark a new way of thinking about CCI.
- Let representatives of CCI speak for themselves, not just about them.
- Co-creation is queen! This valuable message should be gotten across. Both CCI and public institutions benefit from working together.
- Dare to try something new, also in the training approach - there are more interesting ways to get know-how across than together to sit in a room staring at slides.

7. Photo Documentation

[Recap post including pictures](#) and a video of the learning journey (in German).

8. Detailed Training Material

The training contained no “theory part”, so there is no training material in this sense. We drafted the program and invited participants via our website and via e-mail. The speakers held their impulse lectures without powerpoint - this was due to the mobile character of the training - we walked a lot and stopped in between to hear these speeches. Please see the pictures in the recap post above.

8.1 Title/ agenda / storyboard

[Invitation](#) to join the learning journey including program that was published on our website (in German):

8.2 Presentation

[Presentation](#) about us and the InduCCI project that we held at the beginning.

8.3 Handout

We handed out the InduCCI folder.